OrdnanceReports

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Rumsfeld downplays resistance in Iraq

by Matt Kelley

WASHINGTON (AP) - Baghdad has less violent crime than the U.S. capital, Defense Secretary Donald H. Rumsfeld said in playing down recent deadly attacks on U.S. troops in Iraq.

The attacks are deliberate attempts to kill Americans, but they are not well coordinated by any central leader or group, Rumsfeld said at a Pentagon news conference Wednesday.

"You've got to remember that if Washington, D.C., were the size of Baghdad, we would be having something like 215 murders a month," Rumsfeld said. "There's going to be violence in a big city."



Secretary of Defense Donald Rumsfeld gestures during a briefing at the Pentagon in Washington Wednesday, June 18, 2003. Rumsfeld Wednesday played down recent deadly attacks on Americans in Iraq, saying resistance by Saddam Hussein loyalists is being defeated. (AP Photo/Charles Dharapak)

About a dozen U.S. servicemen have been killed by hostile fire in Iraq since President Bush declared major combat over on May 1. American military commanders in Iraq say attacks on their forces happen daily, though one commander on Tuesday dismissed the fighting as "militarily insignificant."

Rumsfeld described the resistance as "small elements" of 10 to 20 people, not large military formations or networks of attackers. He said there "is a little debate" in the administration over whether there is any central control to the resistance, which officials say is coming from Saddam Hussein's former Baath Party, Fedayeen paramilitary, and other loyalists.

"In those regions where pockets of dead-enders are trying to reconstitute, General (Tommy) Franks and his team are rooting them out," Rumsfeld said, referring to the U.S. commander in Iraq. "In short, the coalition is making good progress."

While the deaths of U.S. troops generate "a deep sorrow," Rumsfeld said, he believes the American people feel the sacrifices are worthwhile.

On Capitol Hill, Deputy Defense Secretary Paul Wolfowitz said the military is "still in a phase where we need some significant combat power to take on these remnants of the old regime."

"I think these people are the last remnants of a dying cause," he told the House Armed Services Committee. He said U.S. forces "have the sympathy of the population, not the surviving elements of the

Baathist regime."

Some lawmakers are increasingly uneasy about the daily killings of soldiers, the stretching thin of troop forces, excessive demands on reservists and the costs of the war.

Wolfowitz and Marine Corps. Gen. Peter Pace, vice chairman of the Joint Chiefs of Staff, said they believed the burden on U.S. forces would ease as more coalition forces enter Iraq. Pace said two additional divisions should be added in August or September to the 12,000 non-U.S. forces now in Iraq.

In Iraq, Maj. Gen. Ray Odierno said raids begun Sunday had resulted in the capture of a number of senior Iraqi figures and the seizure of

CENTCOM Deputy Abizaid nominated as next commander

American Forces Press Service

WASHINGTON, June 18, 2003 – President Bush has nominated Army Lt. Gen. John Abizaid for a fourth star and the position of commander, U.S. Central Command, based at MacDill Air Force Base, Fla.

Abizaid has served as CENTCOM deputy commander since February 2003. The command has the Middle East, Central Asia and the Horn of Africa as its area of operations.

Abizaid, who is fluent in Arabic, is of Lebanese extraction and is from Coleville, Calif.

The Senate must confirmAbizaid in the post before he can take command. If confirmed, he would succeedArmy Gen. Tommy Franks, who announced he would like to retire later this summer. Abizaid will take over responsibility for operations inAfghanistan, Iraq and the Horn of Africa.

He attended the United States Military Academy at West Point, N.Y., and was commissioned an infantry second lieutenant in June 1973. His first assignment was with the 504th Parachute Infantry Regiment of the 82nd Airborne Division at Fort Bragg, N.C.

He was a rifle and scout platoon leader. From there, he commanded companies in the 75th Ranger Regiment, including company command in the 1983 Grenada operation.

During the first Gulf War in 1991, Abizaid commanded the 3rd

Battalion, 325th Airborne Combat Team in Vicenza, Italy. The battalion deployed to Kurdistan in northern Iraq.

Later, he commanded the 504th Parachute Infantry Regiment of the 82nd Airborne Division, and served as the assistant division commander, 1st Armored Division in Bosnia.

After his service there, he returned to his alma mater and was the 66th commandant at West Point. Most recently, he commanded 1st Infantry Division, the "Big Red One," in Wurzburg, Germany.

His immediate assignment before becoming CENTCOM deputy commander was as director of the Joint Staff in the Pentagon.

Abizaid is a graduate of the Armed Forces Staff College and was a senior fellow at the Hoover Institution, Stanford University.

In his civilian studies, he earned a master of arts degree in area studies at Harvard University, and was an Olmsted Scholar at the University of Jordan in Amman, Jordan.

His decorations include the Distinguished Service Medal, the Defense Superior Service Medal, five awards of the Legion of Merit and the Bronze Star. He earned the Combat Infantryman's Badge, Master Parachutist Badge with Gold Star, Ranger Tab and the Expert Infantryman's Badge.

(Based on a Department of Army biography.)



U.S. army soldiers inspect a burning military truck on the outskirts of Baghdad June 19, 2003. A rocket-propelled grenade hit a U.S. military ambulance in southern Baghdad, killing an American soldier and wounding two, a U.S. army spokesman said. Reuters photo.

4th Infantry Division seizes cash in raids

by Sgt. 1st Class Doug Sample, American Forces Press Service

WASHINGTON, June 18, 2003 - The 4th Infantry Division confiscated \$8.5 million U.S. dollars and between 300 and 400 million Iraqi dinar from two separate farmhouses during a raid today, said Army Maj. Gen. Raymond T. Odierno, 4th Infantry Division commander.

The general announced this in a videoconference from Baghdad today with Pentagon reporters. The raid nabbed thousands of English pounds and Euro, still being counted. Inside the farmhouses were photos and paraphernalia of the ousted leader Saddam Hussein.

"In addition, we received a large cache of jewels and gems estimated at over \$1 million; Russian-made night-vision goggles, sniper rifles, uniforms and equipment of Saddam's personal guards," Odierno said.

About 20 individuals associated with Saddam's security forces were detained in today's raid, including one of Saddam's personal bodyguards, he noted. He said one Iraqi was caught fleeing the scene with \$800 thousand U.S. dollars in the trunk of his vehicle.

Odierno said he believes that these Iraqis "operate in cash and they go around and they try to recruit individuals and they say, 'If you kill Americans, we'll pay you so much money and so they pay them in cash.' And they have different kinds of cash to pay different kinds of people."

The commander also thinks there's a bounty on American soldiers, although he does not know for what amount.

But despite some monetary support, Odierno further commented that he believes the attackers' efforts are not coordinated, organized or led.

"The soldiers (Iraqi) that are conducting these operations do not even have the will power," he said. "We find the majority of the time they'll fire a shot and drop the weapon and give up right away. Most cases, I'm not sure they really believe in what they are doing."

Still, Odierno said the raids his units are conducting is putting pressure on the bounty hunters. "I think we are having a significant effect on their ability, which is causing them to come out and maybe increase their attacks, even though they have been ineffective," he noted.

"I think they're desperate, I think they're becoming less and less organized. The more money we seize, the more individuals we take into custody. We continue to really, I think, have an impact on the medium to senior level of individuals that remain."

Odierno said these attackers aren't motivated by the fact that Saddam has not been found. "The bottom line is that he's no longer in power," he said. "I think everybody realizes that he's never going to come back to power.

"We have to make sure the people understand that coalition forces are going to be here until we have a safe and secure environment



An Iraqi boy chases US soldiers aboard a pick up after conducting raids in a Baghdad neighborhood Wednesday June 18, 2003. A US soldier was killed and another wounded apparently in a drive-by shooting Wednesday in south central Baghdad. (AP Photo/Ali Haider)

and the bottom line is that Saddam Hussein or his sons will never take control of this country again ... the message we pass and continually stand behind. I think the secretary of defense has been very clear about that."

Although there is still resistance from former loyalists of the Saddam regime in the cities of Kirkut, Basra, Tikrit, Samarra, among others, where more than 27,000 soldiers of the 4th Infantry Division now operate, the stabilization process has gone well, he said.

The two-star general said that in three provinces of northeastern and central Iraq, life is better for citizens. Workers are being paid; children are attending school - final exams will be held at the end of this month. In May in the city of Kirkut, the first democratic elections were held. He noted that people are going about their business.

It's the way the United States had hoped things would be, Odierno observed.

Since the Fort Hood, Texas, unit arrived in the region in late March, its job has been to help rebuild the country's infrastructure, concentrating efforts on the judicial, educational, healthcare and

4th Infantry Division seizes cash in raids continued

municipal systems. At the same time, the unit has been tracking down Saddam loyalists and former Baath Party members, Odierno said.

The unit has repaired and restored telecommunications systems, water, electricity and sewer systems. Division soldiers have screened and hired more than 4,000 police, who are now patrolling jointly with U.S. soldiers in cities. Fifteen court buildings have reopened with 4th division legal staff monitoring proceedings.

In addition to reopening banks, division soldiers have also begun paying salaries to police and government and hospital workers, and provided emergency interim payment to pensioners.

"We have and continue to distribute food," Odierno said, adding that there's no food shortage throughout the division's area of responsibility.

"The World Food Program warehouses are restocked," he noted, "and rationed distribution is ongoing." Odierno pointed out that his division engineers "have established miracles in restoring public utilities to all neglected, looted and damaged systems."

There is now more reliable and stable electricity than in a long time, he added. He also noted that 24 of 28 hospitals are fully operational,

and 15 clinics are open and stocked with medicines. Three thousand Iraqis have received immunizations.

The general also credited his engineers for bridging two junctures across the Tigris River, both critical to civilian and commerce traffic.

"The bottom line is that all services are equal to or better than what was here prior to the regime being removed," he said.

But there are still tense times for the unit, Odierno pointed out. Three division soldiers have been killed and 23 wounded during what has become almost daily contact with noncompliant forces and former regime members," he said, categorizing the attacks as "random and ineffective."

With random attacks escalating, the unit has been conducting "search and attack" missions, along with patrols to hunt down and disarm hostile forces and capture former regime members that may be responsible for the attacks, he said.

"I believe there are three groups out there right now. Basically, there is a group of ex-Saddam Baath Party loyalists, some Islamic fundamentalists, and then there are just some plain Iraqis who are

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White House ceremony to mark 30th anniversary of All-Volunteer Force

by Casie Vinall, Special to American Forces Press Service

WASHINGTON, June 17, 2003 – For three decades, America's armed forces have served on a solely volunteer basis. The nation is about to mark the 30th anniversary of the All-Volunteer Force.

On July 1, President Bush will host a re-enlistment ceremony at the White House, recognizing the anniversary. Enlistment ceremonies will also be held at 65 military entrance-processing stations around the country.

Connecting a ceremony at the White House with ceremonies across the country on the same day is a unique way to salute the patriotism of our nation's volunteer service members and new recruits, according to Pentagon officials.

Up until the All-Volunteer Force was established in 1973, the nation depended upon an involuntary draft system. The draft was used during World Wars I and II, and the Korean and Vietnam wars.

In the late 1960s, defense officials said, the draft came under intense scrutiny and was viewed with growing dissatisfaction and a sense of inequity by the American public. As a result, Defense Secretary Melvin R. Laird established the All-Volunteer Force, which Congress approved in 1973.

"In the draft era, we largely told you what was good for you," a senior defense official said at a January briefing on the All-Volunteer Force. "Now, we come to you and say, 'Which of these training opportunities would entice you to join and stay with us?""

After the switch, the all-volunteer military served in conflicts in the Persian Gulf, Panama, Bosnia and Kosovo. Today, volunteer troops serve in operations Enduring Freedom in Afghanistan and Iraqi Freedom.

Yet, the controversy has remained, with a recent push to return to the draft system. The official said there is no need to reinstate the draft. Conscription arose out of "economic" and "historical reasons," he said, and today, the military leaders do not want to return to this system.

"They do not want to go back to a system where the people in the ranks are people who don't want to be there, who are there for short periods of time, which are not really focused on the job," he said. "Everyone likes being a part of a winning organization, and that's what's been created."

According to the military's top-ranking officer, the All-Volunteer Force has been a success.

The service chiefs and the Joint Chiefs of Staff "feel the All-Volunteer Force is working extremely well," Air Force Gen. Richard B. Myers, chairman of the Joint Chiefs of Staff, said at a January briefing. "It's efficient, it's effective. It's given the United States of America, the citizens of this great country, a military that is second to none."

(Casie Vinall is an intern working in the Office of the Assistant Secretary of Defense for Public Affairs.)

'Full battle rattle' saving lives in Iraq, Afghanistan

by Jim Garamone, American Forces Press Service

WASHINGTON, June 17, 2003 – Any TV news report from Iraq or Afghanistan shows American service members wearing "full battle rattle."

Wearing the battle rattle has saved lives in both Iraq and Afghanistan.

One famous case was that of Army Spc. Jason Ashline. The young specialist was part of the 1st Battalion, 87th Infantry, 10th Mountain Division. His unit was part of Operation Anaconda in Afghanistan in November 2001.

His squad leader Sgt. Raul Lopez picks up the story: "We were taking a lot of small arms and indirect fire," he said. The unit moved to get to a more protected area.

"As we were pulling away, ... we started taking it real heavy," Lopez continued. "In that period of three to four minutes I started to roll down the hill. My guys were right behind me. Ashline ended up taking a round directly over his heart in his body armor."

"As soon as he was hit, I was in shock," Lopez said. "I couldn't believe I saw it happen a foot and a half in front of me."

The impact knocked Ashline back, and Lopez grabbed him by the back of his body armor to drag him down the hill. "As I was dragging him down the hill, he was saying 'I think I'm all right," Lopez recalled. "I got him out of the direct line of fire and ripped his vest open to look for blood. To my surprise I couldn't find an entry wound."

The interceptor body armor system had stopped a 7.62 mm round. The round had passed through three layers of Kevlar and mushroomed inside the ceramic plate. But Ashline was alive and after another sergeant – Ryan Brown – retrieved the specialist's weapon, he was back in the fight.

Army officials said that from Afghanistan there are about 25 soldiers who are walking around alive today because their body armor stopped rounds. DoD officials said there are no firm statistics on the situation from Iraq, but that anecdotal evidence suggests the body armor has saved lives there.

"Everything we're getting from Iraq and Afghanistan is overwhelmingly positive," said Dan Power, a spokesman for DHB Industries Inc., the parent company of the maker of the system.

What service members call battle rattle is a two-part system, said David Nelson, the deputy product manager for clothing and individual equipment at Program Executive Office – Soldier at Fort Belvoir, Va. "One component is the soft vest that covers the torso the shoulders and the back," he said during a phone interview. "It's made of soft material, a mixture of Kevlar and Twaron."

These are sown together in sort of a sandwich fashion inside a nylon camouflage-pattern shell. The nylon vest has attaching points for load-bearing equipment. On the back of the vest is the grab handle that Lopez found so helpful in dragging Ashline.

The second component of the system is ceramic plates that fit in pockets in the front and back of the vest. These plates protect the heart and lungs.

The vest itself will stop bullets from hand guns and fragmentation from indirect munitions such as mortars and hand grenades, said Norm Fanning, Nelson's coworker. The plates added to the mixture will protect against rifle and machine gun rounds.

The total weight of the system is 16 pounds.

Fanning said the Army is always looking to modernize the system and make it more effective. "We're looking at ways to lighten vest even more," he said. The office is testing new ballistic fibers to see if they can't save some weight. They are also looking at alternative materials for the ceramic plates so they are less susceptible to damage if dropped.

The current price for the vests is \$585 a copy. The plates run approximately \$500 per plate.

4th Infantry Division seizes cash in raids continued

poor and are being paid to attack U.S. forces," he said.

"All of these attacks are uncoordinated, they are very ineffective," he added.

"On a daily basis you will see that 99 percent of the area is free, clear and the citizens go about every day doing their business without interruption."

In the most recently conducted Operation Peninsula Strike and the current Operation Desert Scorpion, Odierno reported more than 400 people detained, 60 of whom were confirmed as being former Iraqi Intelligence Service, paramilitary Fedayeen and Republican Guard leadership. A few were foreign fighters from Syria and Iran, he said. Odierno said he could not confirm whether any of the detainees captured had ties to al Qaeda.

The operations have also turned up large caches of weapons, including hundreds of rocket-propelled grenades.



Saddam Hussein visits an arms factory with his personal secretary and bodyguard Abid Hamid Mahmud Al-Tikriti (R) in an undated photo. U.S. forces in Iraq have captured Mahmud, who was number four on the list of 55 most wanted Iraqis, an army spokesman said on June 18, 2003. Reuters photo.

Special tribute honors unsung women heroes

by Rudi Williams. American Forces Press Service

ARLINGTON, Va., June 18, 2003 – A tribute called "Women Are Heroes, Too" was recently held here at the Women's Memorial to highlight "the unsung heroes of rescue and recover efforts" who happen to be women, according to Susan Brewer.

Brewer, founder of America's Heroes of Freedom, pointed out that most first-response agencies are male-dominated. Still, she noted, women who serve in the military, law enforcement, fire and emergency medical services, and as volunteers with other front-line agencies are important contributors to rescue and recovery efforts after a public tragedy.

"We feel it's important to honor the courage and sacrifices made by women towards the preservation of life and freedom," Brewer said, "and that our doing so is not an afterthought, but a priority and imperative."

Among the 18 honorees at the recent event were women involved in these memorable tragedies involving Americans:

o Rescue efforts after the Sept. 11, 2001, terrorist attacks in Virginia and New York and over Pennsylvania;

o Treatment of injured sailors after the Oct. 12, 2000, attack on the USS Cole in Aden, Yemen;

o Assistance in the capture of the October 2002 snipers operating in, and spanning out from, the Washington metropolitan area; and

o Victims who died in the April 19, 1995, Oklahoma City bombings.

The tribute was held at the Women in Military Service for America Memorial located at the gates of Arlington (Va.) National Cemetery.

The honored heroes included Lisa Jefferson, the telephone supervisor who last spoke to Todd Beamer before his hijacked United Airlines Flight 93 crashed near Shanksville, Pa. Also present was Navy Petty Officer 2nd Class Tayinikia D. Campbell, who treated sailors aboard the badly damaged USS Cole after it was bombed.

Also invited were former women prisoners of war in IraqArmy Spcs. Jessica Lynch and Shoshana Johnson. Neither was able to attend. Lynch continues recovery from wounds at Washington's Walter Reed Army Medical Center, and Johnson had a prior engagement.

Both soldiers were captured March 23 when their unit, the 507th Maintenance Company, was ambushed in the southern Iraqi city of Nasiriyah.

Johnson sent a letter that said the "tribute to women who responded" was "truly inspiring." She said the tribute should recognize the important contributions that women in the military, fire and rescue, medical services and other agencies make to national defense and



Lisa Jefferson and her husband, Warren, look at a photograph in the "A Day in the Life of the United States Armed Forces" exhibit at the Women's Memorial. She was honored during the "Women Are Heroes, Too" tribute at the memorial. She was the last person to talk to Todd Beamer of "Let's Roll" fame during the Sept. 11, 2001, terrorist attacks. Photo by Rudi Williams.

responses to tragic events.

Brewer said Johnson was rescued on Palm Sunday, April 13, 21 days after her capture, along with six other POWs.

Lynch's rescue took place April 1.

In an interview before the ceremony, Campbell, a medical corpsman, talked about why the America's Heroes of Freedom was honoring her. She said when the terrorists attacked the guided missile destroyer Cole, she was preparing to go to lunch.

Everyone was in a festive mood, Campbell noted, because the executive officer had just announced that after refueling, the ship would sail for Bahrain about 1 p.m.

Three minutes later there was a loud boom and the ship started shaking.

Campbell was standing in the doorway and was thrown backwards. The ship got dark and Campbell asked her co- worker, "What was that?" He said, "I don't know."

"We started running for our general-quarters station because there wasn't any way to sound the alarms because the power was out," Campbell said. "That's when they started bringing the casualties out."

Her first patient was a screaming woman sailor with facial cuts who didn't know what had happened, Campbell said.

Special tribute honors unsung women heroes continued

Screams for help were coming from all directions; the uninjured were bringing the injured out for treatment.

"We started working on them," said Campbell, who noted that the Cole didn't have a doctor aboard and that it was only she and a chief petty officer. "But we were blessed to have our command master chief, who was a former corpsman. The ship isn't big enough to have a doctor."

She said it took 90 minutes for the three corpsmen to treat 39 injured sailors and get them off the ship to a hospital. Seventeen sailors died in the incident.

Campbell said she and the other medical staff treated the most serious injuries as well as possible. "Surprisingly, when the ship was hit, there was an ambulance waiting on the pier," she noted.

"Our captain called the U.S. Embassy and they sent some doctors and medics from Bahrain to help," she said. "And there was a French ship in the area and they sent their doctors. So our injured made it to the hospital.."

Campbell said she was assigned to the hospital ship USNS Comfort during the war in Iraq.

Lisa Jefferson said the operator who answered the call from Flight 93 became so upset that she as supervisor, had to take over.

"I was the person Todd Beamer ended up speaking with in his final call," said Jefferson. "The representative who answered the call appeared to be traumatized, so I moved her to another location, put the headset on and did what I had to do."

Beamer told Jefferson that three people were hijacking his plane. She said she calmly asked him for information to pass on to the FBI and other authorities – the name of the airline, flight number, their aircraft's location and destination. They were coming from New Jersey going to San Francisco.

"I could hear people in the background screaming for their lives," Jefferson said. ""It was a terrifying event. I can hear their screams today."

Asked how she managed to maintain her cool to handle the situation, Jefferson said, "When his call came in, I didn't know exactly what was going on. I'd just heard rumors that two planes had just crashed into the World Trade Center in New York.

"He (Beamer) asked me if I knew what they wanted, was there a money involved — a ransom," said Jefferson. "I told him I didn't know."

She heard people in the background saying it was a suicide attempt and they were taking the plane down on purpose. Beamer told her he and some other passengers were going to jump the guy who said he had a bomb strapped around his waist.

"I told him if he felt that's what he had to do, I would stand behind



Petty Officer 2nd Class Tayinikia D. Campbell discusses the picture of Secretary of Defense Donald Rumsfeld at the Women's Memorial with her friend Sherlyn Young, a nurse at Washington's Walter Reed Army Medical Center. Campbell was honored as a hero for her efforts in treating sailors aboard the guided missile destroyer USS Cole when it was bombed Oct. 12, 2000, in Yemen. The Rumsfeld photo is part of the "A Day in the Life of the United States Armed Forces" exhibit at the memorial. Photo by Rudi Williams.

him," Jefferson said. "He asked if I would call his family and let them know how much he loved them. He told me his name, address and phone number in Cranbury, N.J. I told him I would."

Jefferson said she stayed calm because Beamer was calm. "I didn't want to get upset, irrational or anything to upset him," she said. "At that point, we needed to stay level headed and try to work out a plan. We were hoping that if they took the plane over, that that plane would land safely.

She said the last thing she heard Beamer say was, "Are you ready? OK, let's roll."

Noting that she has received many awards since 2001, Jefferson said, "This one is special because they're honoring women – all women that have done extraordinary things. Usually when you think of heroes, you think of a man. But to see all these women being honored here today, I feel it's an honor to be part of it."



U.S. forces detain 15 men in Afghanistan

KABUL, Afghanistan (AP) - U.S. special forces detained 15 armed men in central Afghanistan during a raid against insurgents in the area, the U.S. military said Thursday.

The men were arrested Tuesday when a special forces unit raided a compound on the Helmand River just north of Deh Rawood in central Uruzgan province, U.S. military spokesman Col. Rodney Davis said from Bagram Air Base, north of the capital.

Davis would not give details about their identities.

About 11,000 coalition troops, including 8,000 American soldiers, are in Afghanistan hunting down fighters loyal to Osama bin Laden's al-Qaida network, the ousted Taliban government and supporters of

Rumsfeld downplays resistance in Iraq continued

millions of dollars they were using to finance continued fighting.

At the Pentagon, Rumsfeld defended as "imperfect but good" the intelligence the Bush administration used to build its case for a war to disarm Saddam of banned weapons.

"I think the intelligence was correct in general," he said. "And you will always find out precisely what it was once you get on the ground and have a chance to talk to people and explore it."

Failure of troops to find any chemical or biological weapons in three months of trying has led critics to suggest the administration exaggerated intelligence findings in order to win support for the war.

Officials from the Justice Department and CIA are considering a British proposal to offer leniency to captured Iraqi officials in exchange for information about weapons of mass destruction or Saddam's whereabouts, Rumsfeld said.

Odierno, commander of the 4th Infantry Division, said troops are pressing forward with patrols and raids to defeat resistance forces and capture former leaders of Saddam's toppled government.

"Although major combat operations have concluded, our soldiers are involved in almost daily contact with noncompliant forces, former regime members and common criminals," said Odierno, whose troops operate north of Baghdad to Kirkuk and east to the Iranian border. The area includes Tikrit, Saddam's former hometown.

"We are seeing military activity throughout our zone, but I really qualify it as militarily insignificant," Odierno told Pentagon reporters in a video conference from Tikrit. He added that the attacks are "having no impact on the way we conduct business on a day-to-day basis."

The commander spoke on the fourth day of Operation Desert Scorpion. Officials had announced Tuesday the capture of 412 people in 69 raids in Baghdad and northern Iraq.

He said 50 more people detained at raids Wednesday were tied to Saddam security or paramilitary groups and included a former Saddam bodyguard.

renegade warlord Gulbuddin Hekmatyar.

Davis said another U.S. special operations unit recovered a weapons cache Tuesday near Khost in eastern Afghanistan. The cache included two 82 mm mortar rounds and seven 107 mm rockets - the same kind often fired on U.S. bases. It was not clear who owned the weapons.



Two paratroopers from Bravo Company, 3rd Battalion, 504th Parachute Infantry Regiment, search a bundle in the back of a truck on June 11, 2003 at a traffic control point on a road leading to the border check point with Pakistan near Fire Base Shkin. (AP Photo/US Army, Cpl. Keith A Kluwe, HO)



Iraqi President Saddam Hussein, right, holds a sword that was presented to him for his 65th birthday by the people of Iraq in Baghdad, as Hussein's presidential secretary Abid Hamid Mahmud al-Tikriti looks on, in this Saturday, Aug. 10, 2002, file photo. American forces have captured Abid Hamid Mahmud al-Tikriti, No. 4 on the U.S. most-wanted list of Iraqi leaders, the U.S. military said Wednesday. U.S. forces captured Mahmud on Monday in Iraq, a statement from U.S. Central Command said. It did not say where in Iraq he was captured. (AP Photo/INA/HO)

Army studies forming careerlong brigades

by Jon R. Anderson, Stars and Stripes

The Army has not yet announced how — or even if — it will support Gen. James L. Jones' plan to shift some forces in Europe back to the United States and replace them with rotational units.

"When you're trying to get a culture like the U.S. Army to think about some rotational forces — not all rotational, but some rotational forces — you've got to be able to build that in," Jones told Stars and Stripes in an April interview.

Army officials would not comment for this report. Many of Jones' supporters say it's a change that's long overdue for the Army.

"The Air Force went through a wrenching period in the 1990s adopting the air expeditionary force," said Bob Work, a senior analyst for the Center for Strategic and Budgetary Analysis in Washington, D.C.

To make it work, he said, the Air Force mirrored the Navy and Marine Corps concept of rotational forces.

"The Army is the one service that has yet to embrace that pattern," said Work, a retired Marine who worked for Jones' Strategic Initiatives Group when the then-three-star Jones was the head of Marine Corps operations. "This will be challenging for the Army."

Challenging, but healthy, said John Tillson, a senior analyst for the Center for Defense Analysis in Washington.

"Despite everything we've done in recent years — the Balkans, the Middle East, Afghanistan — it's still not routine," said Tillson, a retired lieutenant colonel.

To blame, he said, is the Army's manning policy dubbed the Individual Replacement System where individual soldiers come and go in and out of units throughout the year.

Just look at units in South Korea, he said, where individuals rather than entire units rotate through on one-year "hardship tours."

"This is one of the most dangerous places you can be, yet the units there are some of our most unready battalions in the Army because the IRS is constantly bringing in untrained people while the experienced soldiers are leaving just as they're figuring things out," he said. "These units never get fully trained."

Operation Gyroscope

As the United States shifted from occupation duty to Cold War standoff in Europe, Army leaders experimented with rotating units — up to entire divisions — into Germany.

The experiment was dubbed "Operation Gyroscope."

"The new system was expected to raise the morale of troops and their families, increase the combat effectiveness of the Army, and lower the cost of maintaining the Military Establishment," according

Unit manning initiative

In his book "The Path to Victory: America's Army and the Revolution in Human Affairs," Maj. Donald Vanderfriff suggested dumping the Army's Individual Replacement System in favor of a "Unit Manning" policy that keeps troops within the same brigade for perhaps an entire career.

The Army is using some of Vandergriff's concepts, in what the service has dubbed the "Unit Manning Initiative."

"Under the Unit Manning Initiative, you will have groups of people who will arrive together as a unit and train together day-to-day through a standard 36-month tour," said Lt. Col. Paul Thornton, unit manning action officer.

And part of that 36-month tour, say Army officials, will be rotations into overseas assignments.

to Army historical records.

Instead, said Maj. Donald Vandergriff, "from its inception, it was a complete failure."

It was canceled four years later.

In Vandergriff's controversial book "The Path to Victory: America's Army and the Revolution in Human Affairs," the armor officer and ROTC instructor wrote, "Gyroscope proved to be a half-hearted attempt to create unit cohesion because the Army did not change personnel policies focused on the individual. This doomed Gyroscope from the beginning."

It also doomed similar experiments that followed. The most recent, a program that ran through the 1980s called COHORT — military shorthand for Cohesion, Operations, Readiness and Training — kept soldiers together in the same battalion through basic and advanced training and into the first three years of their enlistment, which included a rotation to Europe or South Korea.

Reorganization

"One of the reasons COHORT failed," Vandergriff said, "is that while the soldiers stayed in the same unit, leaders kept coming and going."

In his book and the flurry of briefings with top Pentagon and congressional leaders that followed, Vandergriff suggested dumping the Individual Replacement System in favor of a "Unit Manning" policy, which keeps troops within the same brigade for perhaps an entire career.

The Army is using some of Vandergriff's concepts — in what the



A soldier from the 101st Airborne Division (Air Assault) pulls security in front of a hotel during a June 16 raid in the town of Mosul. U.S. Army photo by Spc. Andres J. Rodriguez

Rumsfeld: Garner 'Did Absolutely Superb Job' in Iraq

by Gerry J. Gilmore, American Forces Press Service

WASHINGTON, June 18, 2003 – Retired Army Lt. Gen. Jay Garner did a great job organizing the fledging free Iraqi government and coordinating reconstruction and humanitarian relief efforts in postwar Iraq, U.S. Defense Secretary Donald H. Rumsfeld said here today.

Army studies forming careerlong brigades continued

service has dubbed the "Unit Manning Initiative" — to man its new Stryker brigades, beginning with the third unit, which is now being built around the 172nd Infantry Brigade in Alaska. Meanwhile, the Army is planning to form a Stryker brigade in Baumholder, Germany, in 2007.

"The Unit Manning Initiative is about building higher levels of unit readiness," said Lt. Col. Paul Thornton, unit manning action officer, in an Army announcement. "With the current individual replacement system, you constantly have new people come into the unit as others leave on a monthly basis — requiring constant retraining of individual and collective tasks to get the new soldiers up to speed.

"Under the Unit Manning Initiative, you will have groups of people who will arrive together as a unit and train together day-to-day through a standard 36-month tour."

And part of that 36-month tour, say Army officials, will be rotations into overseas assignments.

Rumsfeld, speaking to Pentagon reporters with the retired general present, praised Garner for "the absolutely superb job that he has done in laying the foundation for the Iraqi people to begin this process of rebuilding from the rubble of decades of Saddam Hussein's tyranny, and to put themselves on a path towards democratic self-government."

Garner served as the director of the Office of Reconstruction and Humanitarian Assistance in Iraq. On May 6, 2003, President Bush nominated L. Paul Bremer III to become the civil administrator of Iraq to take over from Garner.

Rumsfeld asserted that Garner demonstrated "superb leadership" in the days and weeks following the April 9, 2003, fall of Baghdad and the removal of Saddam as Iraq's leader.

The defense secretary reviewed Garner's multifaceted mission in post-war Iraq: to facilitate the delivery of humanitarian aid and basic services; to coordinate relief and reconstruction efforts among U.S., coalition, and non-governmental agencies and organizations; and to begin working with Iraqi leaders to help them start the process of building a free society.

Garner accomplished all of these tasks "exceedingly well," Rumsfeld pointed out.

Joint Civilian Orientation Conference takes 1st trip overseas

by Rudi Williams. American Forces Press Service

WASHINGTON, June 17, 2003 – Even after six grueling days, 44 influential U.S. citizens remained jovial and vocally prideful of what they'd seen of U.S. military outfits in four countries.

These participants in the DoD Joint Civilian Orientation Conference visited troops and commanders in England, Germany, Italy and the former Soviet Republic of Georgia June 8-13.

This trip marked the first time JCOC participants have gone overseas since James V. Forrestal, the nation's first secretary of defense, established the conference in 1948.

The war in Iraq was part of the decision to take JCOC participants overseas, said Chris Willcox, deputy assistant secretary of defense for public liaison.

"Some of our forces that were located in the U.S. were not available to present a good program for the participants," he noted. "Also, we wanted to focus on the war against terrorism. Since so much of that war is taking place overseas, it made sense to take the participants to bases from which we're fighting that war."

JCOC is a weeklong, multi-service orientation program for civilian public opinion leaders who have limited or no knowledge of national defense issues. After meeting with top-ranked Pentagon officials, the group spent the rest of their trip in the field observing exercises, firing weapons, talking and dining with troops and receiving briefings.

Air Force Gen. Richard B. Myers, chairman of the Joint Chiefs of Staff, kicked off this year's program with an informal talk June 7 in Arlington, Va., near the Pentagon. The next day, Deputy Secretary of Defense Paul Wolfowitz addressed the group during a breakfast at the Pentagon. Among other topics, Wolfowitz talked about Operation Iraqi Freedom and the global war on terrorism.

Briefings in the National Military Command Center and a tour of the Pentagon followed. They then took a short ride to Andrews Air Force Base, Md., where they boarded a military aircraft for the first leg of their whirlwind tour of the U.S. military presence in Europe.

En route to Europe, participants witnessed in-flight refueling. Their first stop was the Royal Air Force Base at Mildenhall, England, where Marine Gen. James L. Jones, head of U.S. European Command, welcomed them. There, U.S. Air Forces, Europe, demonstrated personnel and equipment drops.

Deputy EUCOM commander Air Force Gen. Charles F. Wald, traveled with the group throughout the weeklong visit.

In Grafenwoehr, Germany, Gen. B.B. Bell, commander, U.S. Army Europe, and Maj. Gen. John Batiste, commander of the Army's 1st



A 1st Infantry Division soldier instructs a member of the June 2003 Joint Civilian Orientation Conference in the fine art of machine gun firing at the division's live-fire range in Grafenwoehr, Germany. Photo by Rudi Williams.

Infantry Division, greeted the participants. At the Grafenwoehr training area, JCOC members received a range orientation and live-fire demonstration by Abrams tanks and Bradley Fighting Vehicle crews. They then were allowed to check out the equipment more closely, including firing the weapons and machineguns or riding in the Abrams or Bradley.

Participants then paired up with troops for a lunch consisting of humanitarian daily rations. These are the pre-packaged, ready-to-eat foods that provide an entire day's nutritional requirements. Most recently they have been airdropped to refugees in Afghanistan during Operation Enduring Freedom and were positioned for use in Operation Iraqi Freedom.

From Grafenwoehr, the JCOC group flew to Ramstein Air Base, Germany, for more briefings and demonstrations at staging areas where U.S. military personnel and equipment were preparing to deploy to contingency operations locations.

The next morning the members flew to Naples, Italy, where they were helicoptered out to the USS LaSalle, flagship of the U.S. Navy's Sixth Fleet, in the Mediterranean Sea. They observed Navy and Coast Guard personnel demonstrating maritime interdiction and search tactics, performed .50-caliber and 25 mm cannon live fire and SEAL team demonstrations.

The group then headed to Tbilisi, Georgia, where they were greeted by a U.S. Embassy representative and Maj. Gen. Arnold Field, deputy commander, Marine Forces Europe. The participants received a helicopter tour of the area where U.S. Marines are training the Georgian army, visited the pop-up target range where they saw a display of Soviet-style weapons and fired the AK-47 rifle.

Joint Civilian Orientation Conference takes 1st trip overseas continued

From Georgia, they flew to Stuttgart, Germany, for a briefing at U.S. European Command headquarters before heading back to the United States.

"I think we had a very successful trip," Willcox said. "The success wasn't only in the increased understanding that our participants have of the military capabilities, but also in the reaction that the troops had in the field to people from their home communities who are there to see them, cheer them on, to encourage them and to be impressed by the amazing capabilities they have.

"From individual conversations and anecdotes, I think the most important thing that they experienced was the interaction with the young service men and women," Willcox said.

Willcox noted that the participants were all very important people in their communities across the country. "If they reflect well on the military in their conversations with their peers and the people they interact with, that's reward enough for the effort we put into JCOC," he said.

Participants are regionally or nationally influential citizens from across the country. JCOC tries to reach presidents of universities and colleges, publishers and editors of newspapers, educators, business owners, and state and local government officials.

Others include those in management positions in the print and broadcast media, published authors, syndicated columnists, national association and regional leaders of professional, minority and women's organizations, chief executive officers, and senior officials of private enterprises with regional and nation reach.

Participants are nominated by Pentagon and military base officials throughout DoD and former JCOC members.



The June 2003 Joint Civilian Orientation Conference group poses on the deck of the USS LaSalle, flagship of the U.S. Navy Sixth Fleet. Members visited the ship in the Mediterranean Sea during their overseas visit to U.S. military locations.



Keeping the weapon pointed downrange as instructed, Mary K. Hamill, a member of the June 2003 Joint Civilian Orientation Conference, discusses the fine art of firing an AK-47 rifle with a Marine Corps instructor sergeant on the firing range at Tbilisi, Georgia, where the U.S. military is training the Georgian army. Hamill is president of Global News and Entertainment Company. Photo by Rudi Williams.

"One of the things we thought has been inadequate in the program up until now is the lack of contact with the alumni," Willcox explained. "So we've developed a Web site and an e-mail system so they can remain in touch with us and we can remain in touch with them. Hopefully we can build a relationship that's a little bit more long term."

Army Maj. Joe Yoswa, deputy director of JCOC, pointed out that the conference cost each participant \$2,100. The money covers the full cost of their meals, boarding, gifts provided to them and any amenities. The government provides military airlift.

Noting that this was the third conference he has worked on, Yoswa said, "The encapsulating comment I've heard by one of the participants was, 'Joe, I have some problems. I'll have a serious problem when I get back home.'

Yoswa said over the years, the woman and her friends had always believed that the United States could do without its standing army. They thought that the country could develop a fighting force through the draft and it would be a simple thing to do.

"She looked at me and said, 'My problem is, I have to go home now and tell them we were wrong. We would never be able to draft an army and work at the capabilities and proficiencies of the soldiers, sailors, airmen, Marines and Coast Guardsmen that volunteer to put their lives on the line on a daily basis.'

"That encapsulated everything the program is supposed to do – make them understand what we're doing," Yoswa said.

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led to the internal

displacement of 900,000

Iraqis, primarily Kurds

who have fled to the

north to escape Saddam

For more than 20 years, Saddam Hussein's regime killed, tortured, raped and terrorized the Iraqi people and neighbors. his Hundreds thousands of people died as a result of his actions - the vast



majority of them Muslims. U.S.-led coalition forces are now beginning to reveal evidence of the Iraqi dictator's crimes against humanity. Mass graves display the horror of his reign.

On May 29, Human Rights Watch reported that a survivor who escaped after he was left for dead in a mass grave in March 1991 linked the thousands of victims unearthed earlier in the month to systematic mass killings by Iraqi Special Republican Guards and Ba'th Party officials,. Farmers living near the sites also witnessed the killings and confirmed the survivor's account.

The group released a 14-page report, "The Mass Graves of al-Mahawil: The Truth Uncovered," providing the first independent documentation of how the Iraqi government suppressed the Shi'a uprising after the 1991 Persian Gulf war.

According to an April 4 White House fact sheet, Saddam had approximately 40 of his own relatives murdered.

The regime used allegations of prostitution used to intimidate opponents of the regime, to justify the barbaric beheading of women.

Documented chemical attacks by the regime, from 1983 to 1988, resulted in some 30,000 Iraqi and Iranian deaths.

Human Rights Watch estimates that Saddam's 1987-1988 campaign of terror against the Kurds killed at least 50,000 and possibly as many as 100,000 Kurds.

The Iraqi regime used chemical agents to include mustard gas and nerve agents in attacks against at least 40 Kurdish villages between 1987-1988. The largest was the attack on Halabja which resulted in approximately 5,000 deaths. Two thousand Kurdish villages were destroyed during the campaign of terror.

Iraq's 13 million Shi'a Muslims, the majority of Iraq's population of approximately 22 million, face severe restrictions on their religious practice, including a ban on communal Friday prayer, and restriction on funeral processions.

According to Human Rights Watch, "senior Arab diplomats told the Londonbased Arabic daily newspaper al-Hayat in October [1991] that Iraqi leaders were privately acknowledging that 250,000 people were killed during the uprisings, with most of the casualties in the south."

Refugees International reports that the "Oppressive government policies have

"Nobody likes war. It's not a pretty thing. It's only compared to mass graves and the kind of terror that Saddam Hussein was putting forward that you can say it's the lesser of two evils." Deputy Defense Secretary Paul D. Wolfowitz, CNN Interview, May 31, 2003

Hussein's Arabization campaigns (which involve forcing Kurds to renounce their Kurdish identity or lose their property) and Marsh Arabs, who fled the government's

campaign to dry up the southern marshes for agricultural use. More than 200,000 Iragis continue to live as refugees in Iran."

The U.S. Committee for Refugees, in 2002, estimated that nearly 100,000 Kurds, Assyrians and Turkomans had previously been expelled, by the regime, from the "central-government-controlled Kirkuk and surrounding districts in the oil-rich region bordering the Kurdish controlled north."

"Over the past five years, 400,000 Iraqi children under the age of five died of malnutrition and disease, preventively, but died because of the nature of the regime under which they are living." (Prime Minister Tony Blair, March 27, 2003)

Under the oil-for-food program, the international community sought to make available to the Iraqi people adequate supplies of food and medicine, but the regime blocked sufficient access for international workers to ensure proper distribution of these supplies.

Since the beginning of Operation Iraqi Freedom, coalition forces have discovered military warehouses filled with food supplies meant for the Iraqi people that had been diverted by Iraqi military forces.

The Iraqi regime repeatedly refused visits by human rights monitors. From 1992 until 2002, Saddam prevented the UN Special Rapporteur from visiting Iraq. The U.N. Special Rapporteur's September 2001, report criticized the regime for "the sheer number of executions," the number of "extrajudicial executions on political grounds," and "the absence of a due process of the law."

Saddam Hussein's regime carried out frequent summary executions, including:

- 4,000 prisoners at Abu Ghraib prison in 1984
- 3,000 prisoners at the Mahjar prison from 1993-1998
- 2,500 prisoners were executed between 1997-1999 in a "prison cleansing campaign"
 - 122 political prisoners were executed at Abu Ghraib prison in February/March 2000
 - 23 political prisoners were executed at Abu Ghraib prison in October 2001
 - At least 130 Iraqi women were beheaded between June 2000 and April 2001

Wolfowitz testimony on U.S. military presence in Iraq: implications for global defense posture

As Prepared for Delivery for the House Armed Services Committee by Deputy Secretary of Defense Paul Wolfowitz, Washington, DC, Wednesday, June 18, 2003.

Mr. Chairman and Members of the Committee: You have provided our nation with great bipartisan support and strong leadership, and our relationship with the Committee and its staff has truly been outstanding.

Thank you very much for this opportunity to address some of the most important defense challenges before us as we collaborate to continue to protect the United States and advance our security interests in this dangerous era.

U.S. Defense Strategy

Long before September 11th, 2001, the Department's senior leaders – civilian and military – began an unprecedented degree of debate and discussion about the strategic direction of the Defense Department. In those discussions, we took account of our current and projected circumstances and agreed on the urgent need for significant changes in U.S. Defense Strategy.

Changing circumstances in the world included:

Increasing asymmetric threats from adversaries seeking to avoid U.S. strengths and target our vulnerabilities;

- · Growing challenges from anti-access capabilities, including WMD, missiles, and quiet diesel submarines;
- An "arc of instability" extending from the Western Hemisphere into North Africa and the East Asian Littoral and encompassing ungoverned areas that are breeding grounds for terrorism;
- · Threats requiring immediate military response and not limited to a single area;
- The increased importance of knowledge, precision, speed, lethality, and surprise in the conduct of 21st Century military operations; and
- · The longer-term potential for a military competitor.

This depiction is strikingly different from that of the ColdWar, when large armies faced each other in Central Europe, and when North Korea, Iraq, and others equipped themselves with large armored forces.

Before we published our new Defense Strategy, terrorists attacked the United States. That attack largely confirmed the strategic direction and planning principles that we developed, particularly our emphases on uncertainty and surprise. And it confirmed our focus on preparing for asymmetric threats, and on the consequent need to respond with agility in unfamiliar places around the world.

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Rumsfeld: Garner 'DidAbsolutely Superb Job' in Iraq continued

"Within days" of Garner's arrival in Iraq, Rumsfeld noted, "the power was restored in many areas and work began to initiate (the restoration of) power in the rest of the country."

Today, the defense secretary pointed out, Iraq's water system is operating at about 80 percent of its pre-war level. And some parts of Iraq, Rumsfeld continued, are reporting there's more and cleaner water available than there was prior to the war.

Iraqi teachers and other civil servants are now back at work, thanks to Garner's efforts, Rumsfeld remarked, noting that assets formerly held by Hussein's regime are being used to pay those 2 million people.

In northern and southern Iraq "electrical service is better than it's been in 12 years," the defense secretary noted.

In fact, Iraq's second-largest city, Basra, now "has power 24 hours a day," Rumsfeld said, adding that Baghdad has power averaging between 18 and 20 hours a day.

Lines at Iraqi gasoline stations "are disappearing," Rumsfeld maintained, while production and importation of gasoline in Iraq continues at about 14 million liters a day.

Hussein's regime, the secretary pointed out, noting that 12 major hospitals in Baghdad are now functioning. Nor, he added, has there been a humanitarian crisis in the country.

And hundreds of Baath Party members who had worked for the ousted Hussein regime have themselves been removed from their positions in Iraqi government and industry, Rumsfeld reported.

In addition, the defense secretary noted that U.S. and coalition forces are continuing their efforts to root out pockets of die-hard Saddam followers who remain in Iraq.

"In short, the coalition is making good progress" in Iraq, Rumsfeld asserted, noting this was made possible by the "excellent" military plan of Army Gen. Tommy Franks, and "by the terrific leadership of the stabilization effort by Mr. Jay Garner."

Commenting on his recent experiences in Iraq, Garner observed, "Anytime you can do anything to make people free, it's a great feeling and a great thing to do."

The vast majority of Iraqis, Garner observed, are glad Hussein is gone and are very appreciative of American and coalition assistance to get the country back on its feet.

"There has not been a major health crisis" in Iraq since the ouster of

No one could have anticipated in the summer of 2001 that the United States would be basing forces at Karshi-Khanabad, Uzbekistan, or conducting a major military operation in Afghanistan.

Nevertheless, on October 7, 2001, just twenty days after the President gave the order to start planning, we were at war in Afghanistan, a place for which we had no pre-existing warplan of any kind; just twelve days later, on October 19, 2001, our first Special Operations Forces were deployed in Afghanistan; on November 9, 2001, Mazare-Sharif fell to our forces, followed by Kabul on November 13, 2001.

This astounding chain of events amply demonstrates both the unpredictability of this new era and the extraordinary speed with which events can unfold.



A developmental Standard Missile-3 (SM-3) is launched from the U.S. Navy cruiser USS Lake Erie, deployed at an undisclosed location in the Pacific, during a Missile Defense Agency test Wednesday, June 18, 2003. The interceptor missile missed its airborne target Wednesday in an unsuccessful test of a sea-based missile defense system being developed by the military, Defense Department officials said. The Aries target was launched from the Pacific Missile Range Facility on Kauai, Hawaii. (AP Photo/Chris Taylor)

The September 11th attacks also highlighted the unprecedented destructive power of terrorists and the vulnerability of the U.S. homeland to 21st Century threats.

The new U.S. Defense Strategy that we outlined in the September 30, 2001 Quadrennial Defense Review Report stipulates four defense policy goals:

- · Assure allies and friends.
- Dissuade military competition.
- Deter aggression and coercion forward by increasing capabilities for swift military action within and across critical regions.
- · Defeat any adversary, if deterrence fails.

Among the new directions set in the QDR, three stand out.

First, the senior civilian and military leaders agreed that we had to measure risk in multiple dimensions, and that we could not simply judge the defense program on how it addressed near-term warfighting risks. A new framework was required, one that would bring the full range of risks into view.

We identified four categories of risk:

- · Force management risks dealing with how we sustain our people, equipment, and infrastructure;
- · Operational risks dealing with the ability of our forces to accomplish their warfighting missions in the near-term;
- Future challenges risks dealing with the investments and changes needed today to permit us to deal effectively with military challenges in the future; and
- · Institutional risks involving remedying inefficient processes and excessive support requirements that jeopardize our ability to use resources efficiently.

The approach we adopted in light of this framework sought to balance risks in all of these categories, and avoid extreme solutions that would lower risks in some areas while raising other risks to unacceptable levels. While reasonable people may differ on specific decisions regarding our investments and budgetary decisions, it is important that we understand the need to balance among the different risks that we confront.

Second, to confront a world of surprise and uncertainty, we shifted our planning from the "threat-driven" model that has guided our thinking in the past to a "capabilities-based" approach for the future. In this new era, it is very difficult to predict precisely who our adversaries will be and when or where they might threaten us. But we can hope to identify the asymmetric capabilities that an adversary might threaten to use against our vulnerabilities, and to highlight our own asymmetric advantages for defeating whoever chooses to challenge the U.S. militarily.

Third, we shifted from a force planning construct that focused on two major theater wars in two specific regions in the near term to a richer, more detailed, and more productive force planning construct

derived from the Defense Strategy that addresses challenges we may face over time.

A New Approach to Planning U.S. Forces

The new force planning construct, elaborated in the 2001 QDR Report, guides the shaping and sizing of U.S. forces to:

- · Defend the United States;
- Deter aggression and coercion from a forward posture in critical regions;
- Swiftly defeat aggression in two overlapping major conflicts, while preserving for the President the option to call for a decisive victory in one of those conflicts—including the possibility of regime change or occupation; and
- Conduct a limited number of smaller-scale contingency operations.

In changing from the two Major Theater War approach, we did not go to a one-war, or one-and-a-half war approach, or a strategy of "win-hold-win." What we proposed is something entirely different.

The new approach shifts the focus of planning from optimizing for conflicts in two particular scenarios – NortheastAsia and Southwest Asia – to building a portfolio of capabilities that is robust across the spectrum of possible force requirements.

The old construct envisioned a force that was ready to defeat two adversaries at the same time, marching on their capitals and occupying their countries.

The new approach would still enable the United States to prevail in overlapping conflicts. However, the emphasis is on speed and delivering early combat power to overmatch the enemy, rather than deliberate military responses to enemy aggression built up over time. And speed is a necessary quality of our military capabilities, given the types of challenges we may face.

We do not want our forces in warfighting theaters to have to wait until reinforcements arrive to blunt effectively an enemy's attack. Rather than trading space for time – with the losses that implies for both ourselves and our allies –and waiting for reinforcements to recover lost ground, we want our forces to have the capabilities to defeat attacks immediately.

By removing the requirement to maintain a second win-decisive force, the new force planning construct gives us more flexibility in planning, both for a wider array of near-term contingencies and for investing in key capabilities for the future that buy us additional speed and early combat power.

This force planning construct is not simple – but the scope and variety of missions that the Armed Forces must prepare for and conduct on a daily basis are not simple either.

In the summer of 2001, during the QDR, we considered options that would have traded force structure for greater investments in future military capabilities.

After much analysis and instructive deliberations in the summer of 2001, we concluded that it would have been a mistake to reduce our force structure. After we outlined our conclusion in the QDR Report that the current force structure would be the baseline from which we would develop a transformed force, we initially were criticized for being too conservative.

We think that events since that time have vindicated our conclusion. As we said in the QDR, the force that we are sustaining is about the right size for the broad range of scenarios that we face.

Our challenge is to re-shape the force, realign its posture, and manage our force—including sustaining the high quality of our personnel, our most valuable asset—in such ways that we maximize the combat power of our existing forces.

If we increase our end-strength, we will not be able to make the investments needed to make our joint force more capable. Without commensurate increases in non-personnel spending, the quality of life and investment per service member would suffer if end-strength alone increased. We thus would put our people needlessly at risk and expose them unnecessarily to vulnerabilities.

Rather, the forces that we have need to be modernized and transformed. We have made great strides to date, as the effects of our recent military operations have made clear. But we have much more to do.

The preliminary lessons learned from Operation Iraqi Freedom (OIF) suggest that U.S. forces, on a per unit basis, achieved a level of combat power that is at least several multiples greater than even the enormously capable forces that we deployed in Operation Desert Storm a decade ago. Nonetheless, it is my estimation that we have yet to fully realize the potential of what our forces could be in the future.

Our transformation seeks to capitalize on force attributes that we think are the key to 21st Century combat successes: knowledge, speed, precision, and lethality. These attributes were demonstrated anew in the recent major combat operation in Iraq:

Knowledge. The extensive use of small Special Operations units and ISR (for example, three times the number of JSTARS sorties in OIF compared to Desert Storm, and greatly increased satellite capabilities) connected together by new communications links vastly improved our forces' knowledge of the location and disposition of enemy forces before and during OIF.

Speed. U.S. forces arrived in theater in less than half the time (three months, compared to seven in Desert Storm), shortening the preparatory phase of OIF and generating more velocity for military operations.

Precision. In Desert Storm, around 8% of air-dropped munitions

were precision-guided as compared to about 66% in OIF. As a result, we used only one-seventh the number of bombs in OIF that we used in Desert Storm, but 20% more precision bombs. And that understates the increased effectiveness, because a large number of the precision bombs used in OIF were directed at targets that were located with precision by our ground forces.

Lethality. Coupled with an air campaign that emphasized the destruction of Iraqi ground forces to a far greater degree than in Desert Storm, about 25% of the total ground combat forces used in Desert Storm conducted rapid, simultaneous operations in OIF that defeated Iraqi forces across the depth of the battlespace.

In combination, these kinds of advances enabled a force about one-half the size to achieve in about one-half the time using about one-seventh the munitions a far more ambitious objective as compared to Desert Storm.

What are the lessons to be learned from this dramatic operational military success? An experienced, multi-disciplinary joint team stood up by the Commander of Joint Forces Command, Admiral Ed Giambastiani, has been working since even before combat operations commenced to help us understand the lessons to be learned so as to inform our broader decision-making. This team was embedded in the combatant and component headquarters and had unencumbered access and movement within the warfighting theater.

While their analysis of the operation and understanding of its implications is still preliminary, they have made four key observations:

The U.S. military applied "overmatching power" to achieve combat success. Overmatching power uses the element of surprise and swift, focused action to achieve operational military goals. As General Franks has said, "Speed kills – it kills the enemy." In OIF, we determined the time and place of attack, rapidly established air and sea supremacy, and used networked precision fires in unprecedented fashion to enable a lightning fast advance across the depth of operational maneuver. Our military actions exploited a reduced footprint in theater, integrated information operations, rapid strike and maneuver, and economy of force to achieve the rapid collapse of the enemy's regime. In short, overmatching power focuses on the desired outputs – the goals and military effects we are trying to achieve – rather than the inputs — marshalling large numbers of forces and personnel that may not be applied at the right time and place.

Similarly, we focused on applying capabilities to achieve operational effects instead of simply flowing additional combat forces into the theater. Leveraging information technologies and extensive use of Special Operations Forces, we achieved a new level of coherence in the application of military capabilities, backed effectively by other instruments of national power. By conducting simultaneous operations on multiple fronts with great speed, focusing on the core combat actions that would contribute to victory, and minimizing intheater footprint, this capabilities emphasis enabled us to use our forces more effectively.

Our approach to OIF reflected the concept of the "battlespace," replacing the concept of the "battlefield."

On previous battlefields, we massed forces and achieved jointness by deconflicting rather than integrating forces, and conducted relatively symmetrical attrition warfare.

In this joint air, land, sea battlespace – which also includes space and the electromagnetic spectrum — we massed information and knowledge, used smaller formations that employed both lethal and non-lethal force in rapid and asymmetric ways, and conducted effects-based operations directed by flexible, dynamic command and control relationships. This synergistic battlespace makes each of our military service members more powerful in the effects they can achieve and confers greater protection from the enemy.

Taken together, Admiral Giambastiani's team is suggesting that the basic building blocks of a transformed force should include:

- Increasingly capable networked command-and-control and intelligence, surveillance, and reconnaissance architectures;
- · More numerous and increasingly lethal and survivable small combat formations;
- Precision weapons and precision ISR, including the precision ISR that can sometimes only be provided by brave fighters on the ground who are networked to longer-range strike capabilities;
- · Smaller and faster initial footprints with rapid follow-on forces:
- · "Pressure" on adversaries applied by all elements of our national power;
- · Mutually supporting lethal and non-lethal joint fires;
- · Collaborative and virtual information environments;
- · Simultaneous military operations; and
- · Effects-based operations.

Once completed, we will use Joint Forces Command's analyses to inform our planning and budget decisions for transformation, the need for which has been reinforced by recent experience. Another order-of-magnitude improvement is needed in the capabilities of our joint force to deal effectively with the many uncertain and dangerous challenges that are in our future.

Applying the Defense Strategy

We in the Department are aligning all of our activities and programs with the new Defense Strategy. One area that I would like to describe in some detail for you is our reexamination of our global military "footprint" – in particular, our forces, bases, and infrastructure abroad.

Recently, we have been focusing significant attention on realigning our global military footprint, an essential component of our broader

efforts to underwrite the new Defense Strategy and protect our Nation's security.

We are seeking to rearrange our military footprint overseas in two key ways:

- Tailoring the mix of our military capabilities stationed or deployed in key regions to the particular conditions of each region; and
- Strengthening our capabilities for prompt global military action anywhere in the world and at any time, to complement our regional military presence.

As we do so, we are trying both to make the most efficient use that we can of the rotation base of military personnel that provides the forces needed for overseas deployments and to reduce the strain on our men and women in uniform caused by long deployments away from home.

Particularly important to our global realignment is the work being done by the U.S. Combatant Commander in Korea, General Laporte, to apply the Defense Strategy to the real-world choices that we face on the Korean peninsula.

The proposals we have been working through with our ally, the Republic of Korea, will provide us with greater immediate deterrent capability and, if deterrence fails, a more robust capability to respond swiftly and more flexibly to an attack. They also will enable us to make more efficient use of our military manpower by better aligning our rotational policies with the circumstances we face.

Our proposed changes include:

- Relocating forces back from the demilitarized zone (DMZ) that separates the two countries;
- Significantly reducing the heavy concentration of U.S. forces in downtown Seoul; and
- Enabling our forces to begin responding effectively immediately, rather than falling back and waiting for reinforcements.

In addition, as General Laporte recently announced in South Korea, we plan to make substantial investments over the next four years to further strengthen deterrence on the Korean peninsula and our warfighting capabilities in East Asia.

Enhancements under this plan will strengthen our capabilities to deter and defeat North Korean aggression through investments in better intelligence, surveillance, and reconnaissance; command and control; operational combat capabilities; and more rapid reinforcement and employment.

Our plans envision over 150 enhancements and include fielding of unmanned aerial vehicles, command and control upgrades, Army aviation deployments, and a range of mobility improvements.

Taken as a whole, these changes will make the forces that we could bring to bear in a Korean contingency more capable, and they will strengthen our ability to employ our forces on very rapid timelines. No longer will our forces be based near the DMZ as a political "trip wire" as they did throughout the Cold War. They will have far greater flexibility and ability to maneuver.

These changes will reduce the prospect of having to fight to recover initial losses of territory in such a conflict, while putting us in a better position to help protect Korean lives and property.

We also expect our South Korean allies to increase investments in their large and capable ground forces, which would play a crucial role in defeating any North Korean attack.

When all of these changes are implemented, the result will be a more potent military contribution to the combined defense of South Korea.

It is important that the changes we make should be the product of close consultation with our allies and should preserve and reinforce the U.S. ability to meet our alliance commitments. Bilateral discussions on the details and timelines of our proposals are ongoing.

Consonant with our plans to increase our combat power to deter North Korea, we believe that South Korea needs to spend more than its current 2.7% of GDP to strengthen its defense capabilities. South Korea's substantial economic development over the last few decades has made it capable of sharing even more of the defense burden than it already does.

Given the strength of the Korean economy and the nature of the enemy that it is facing, it would be appropriate for South Korea to increase defense spending significantly and invest those funds in key transformational capabilities.

Current Operations and Military Capabilities

Now, having discussed our new Defense Strategy and how we are applying that new strategy in particular to the dangers on the Korean peninsula, I would like to discuss our current operations in Iraq and our efforts to effectively manage the associated defense risks.

We are devoting military forces and other assets commensurate with the importance of the mission and the conditions on the ground in Iraq. In some ways, winning the peace in Iraq is more challenging than winning the war; but the stakes in success are large as well.

We currently have approximately 146,000 U.S. military personnel operating in Iraq and additional personnel in other countries in the region (for example, the Gulf states) supporting those operations.

We are pleased that the number and capability of coalition forces pledged to contribute to the current operations in Iraq is growing.

Mr. Chairman, today marks only 90 days since the start of major combat operations in Iraq. It is only seven weeks since President Bush announced the end of major combat operations—and I emphasize the word "major." As we expected and planned for, smaller

combat operations in Iraq continue, even as we work with Iraqis to establish stable and secure areas throughout Iraq.

It is important to realize that the process of stabilizing Iraq is not a uniform process. We have made great progress in some areas of the country, but we continue to face an adaptive and determined enemy, though conventionally defeated, that is nevertheless intent on killing Americans and Iraqis – and disrupting the establishment of order in Iraqi society and the process of recovery. A regime that employed tens of thousands of thugs and war criminals does not simply disappear overnight. But these are not the typical guerillas: Because they abused, tortured, and killed scores of their own people for decades, in most areas of the country they do not benefit from the support of a sympathetic population. We will continue our work to eliminate these surviving elements of the Saddam regime – and the foreigners who have joined their lost cause. We will eliminate them – but it will take time. How long this phase of the war will last is, of course, difficult to predict.

But, even as smaller combat operations continue in some parts of Iraq, we can chart real progress in stabilizing the country. For example, in the South, the country's second largest city, Basra, with a population of almost 1.3 million people, most of them Shi'a and overwhelmingly grateful to be free of Saddam's tyranny, is now stable.

In Northern Iraq, including the two large cities of Mosul and Kirkuk, with a combined population of more than 2.5 million, Major General Dave Petraeus and the 101st Air Assault Division have made significant progress towards a stable situation.

And in Baghdad, there is progress to report. While the security situation still imposes restrictions on our ability to move freely, Baghdad is not a city in anarchy: Shops are open and the city is bustling with traffic. Power and water and other basic services also have been restored.

Our success in rooting out Baathist remnants, disarming them, and preempting any efforts on their part to reorganize will ease the security situation. With the success of these smaller combat operations we will be able to be more successful in the conduct of our overall stability operations. And we are making progress in standing up Iraqi security forces that can deal with more conventional challenges to law and order.

An essential element of our efforts to secure Iraq is the work we are doing to reform and strengthen the Iraqi police as a functional and productive institution in Iraqi civil society. One of our principal challenges is that the old Iraqi police need to be replaced or retrained. Their leadership was corrupted by the old regime, and they were trained to raid people's homes at night rather than conduct street patrols. We are making progress in this endeavor with each passing day. In Baghdad, for example, there are now some 8,000 police officers back at work and 2,000 on patrol. Eighteen police stations and three police divisions are operating 24 hours a day, and 23 out of 42 police stations are scheduled to reopen by the end of this month. We are seeing similar trends in other major cities in Iraq.

We are also making progress in enlisting other nations, including some who were not members of the original coalition, to contribute to stabilization and peacekeeping operations. The responsibility for helping the Iraqi people to stand on their own feet and build a new and free Iraq needs to be a shared responsibility.

The United Kingdom and Poland have made public their intention to lead peacekeeping divisions staffed by coalition countries, and including some countries that did not join the coalition initially but now think it appropriate to contribute based on the UNSCR and other actions. Among the countries that have publicly indicated their willingness to participate are Spain, Italy, the Netherlands, Slovakia, Denmark, Ukraine, and Hungary. We expect a number of other countries similarly to announce their participation in these peacekeeping divisions in the coming days.

In addition to our continuing operations in Iraq, we are sustaining other deployments consistent with U.S. Defense Strategy, including:

- Stability operations in Afghanistan, involving around 10,000 U.S. military personnel;
- · A range of other deployments associated with the war on terrorism in the Horn of Africa and elsewhere;
- · Defending the United States homeland from attack;
- Maintaining a strong deterrent posture throughout Asia; and.
- · Other operations, including continuing rotational deployments in the Balkans and Sinai.

Secretary Rumsfeld and General Myers, General Pace, the Secretaries of the Military Departments, the Service Chiefs, and our Combatant Commanders are working together to ensure that we are managing our forces' deployments in Iraq and elsewhere during this period as effectively as possible, with due regard in particular to both operational and force management risks.

While it is true that our current operations in Iraq constitute a new and important military commitment, the elimination of the threat of aggression posed by Saddam Hussein's regime has also relieved us of a substantial threat.

Nonetheless, we still must balance the need to recover from the demands of combat in Iraq with the need to continue to meet the many challenges to U.S. interests that confront us in this dangerous era.

Our management focus seeks to ensure that the individual Services' plans to reset their forces mesh well with one another and with our overall Defense Strategy, policies, and posture needs in the immediate post-combat period.

In addition, as coalition contributions grow, and as we help stand up effective Iraqi security forces, our military level of effort in Iraq will diminish.

Moreover, the Department of Defense, with the neip of the Congress, can make progress in key areas — most importantly, rationalizing our personnel policies so that military personnel are performing core military duties; reducing and realigning our domestic base infrastructure; and changing our overseas military footprint — so that our ability to meet these challenges will be significantly strengthened.

We live in a dangerous and uncertain world, one in which we could be confronted with a crisis or contingency requiring the deployment of U.S. military forces for combat operations on relatively short notice.

For example, while we are striving to seek a diplomatic solution with our allies in the region to the threat presented by North Korea's program to develop nuclear weapons, it is important that we maintain a strong deterrent capability against possible North Korean aggression.

No one should have any doubts about our capabilities for dealing with such adventurism: If North Korea were to attack South Korea or Japan, the United States and its allies have the military capabilities to defeat North Korea, using all of the means at our disposal, including the enormously improved strike capabilities that the world has just seen in Iraq and earlier in Afghanistan.

A war in Korea would be costly and destructive, but there can be no question of its outcome: We would vanquish the North Korean military and ensure its aggressive rulers could never again threaten their neighbors and the stability of the region.

Managing the Force

Of course, an important element of our ability to deal with such crises while sustaining our current commitments is the mobilization of our Reserve component forces and the other force management measures we have taken.

We currently have about 210,000 Reservists mobilized, about 18% of the Reserve component force of 1.2 million, in support of Operations Noble Eagle, Enduring Freedom, and Iraqi Freedom.

Cognizant of the force management risks associated with over-use of the Reserve component, our policies strive to balance those risks against the operational risks presented by threats such as North Korea.

In doing so, we have tried to minimize the burden on families, employers, and communities through a variety of support programs.

Despite such efforts, the recent mobilization has highlighted shortages in some capabilities that stress the Reserve component – intelligence, military and security police, special operations, and other areas.

We are actively exploring possible solutions to redress Active and Reserve force mix imbalances, including:

- improving volunteerism to provide trained, ready individual reservists and units;
- Expanding the use of "reach-back" to reduce the footprint in theater; Streamlining the mobilization process to improve responsiveness; and
- · Redistributing specific capabilities between and within the Active and Reserve components.

Some rebalancing is being addressed in the FY04 defense budget, but more can be done. As we further develop our strategy, we will consult with the Congress on this important issue.

Another tool we have used to help us manage the commitments of our military forces has been stop-loss authority.

As you know, during the national emergency declared by the President in support of Operation Enduring Freedom and extending to Operation Iraqi Freedom, the Military Departments have used stop-loss authority to involuntarily extend the tours of selected Service members beyond their date of separation.

At the high point of the stop-loss program, about 30,000 personnel were affected. Just last month, the Military Departments began implementing plans to phase out their stop-loss programs as operational requirements and force stability allow.

This phase-out period will continue into the first quarter of FY 2004.

Of course, coalition forces are still engaged in military operations in Iraq and Afghanistan, and our efforts there constitute an important element of our ability to manage the deployments and operations of U.S. military forces in other parts of the world.

We will be able to reduce our level of effort in Iraq as the coalition completes the work of defeating the remnants of Saddam Hussein's regime and setting the conditions for reconstruction. Our ability to do so is not calendar-driven but determined in large part by conditions on the ground, including the level and capability of coalition contributions; the time and effort needed to recruit and train effective Iraqi military forces; the level of security in Iraq; and the external threats Iraq may face. In light of these uncertainties, it would be speculative to try to state the precise duration and quantity of our force presence in Iraq. Our forces will be there for as long as they are needed, and not a day longer.

More broadly, we put a lot of effort into getting the balance right between our force structure and end-strength on one hand, and our level of investment in future military capabilities on the other.

We believe this balance enables us to manage the full range of defense risks effectively to provide for our Nation's security needs. While it is important to reassess this balance as circumstances abroad change and as we gain greater understanding of our capabilities and resources, we must be careful about changing direction too

frequently, as there are real costs in moving resources from one area to another.

The Department is planning on continued, substantial increases in real defense spending over the next five years. We will continue to seek to gain maximum efficiency from the resources with which we are provided. Our ability to do so and to continue to strike the critical balance between force structure and investments, a balance that is so central to managing the range of risks that we confront, is contingent upon a few key parameters.

First, we need the flexibility to manage our civilian personnel workforce to achieve the goals that we are seeking.

We appreciate the forward-looking position that the Committee and the House have taken on our proposed National Security Personnel System. The need for the agility that NSPS would provide grows greater every day with real global commitments and retirements by the baby boom generation.

We want to realign our personnel and the functions they perform such that we do not have uniformed military personnel engaged in tasks that are not inherently military.

Once we have successfully achieved that goal, it will free up additional military personnel both to help support our current commitments and to provide us with the capability to deal with unforeseen challenges.

Our civilian personnel have performed extraordinarily in the war on terrorism in spite of the rigidities of the current civil service system. NSPS will remove a good share of that burden – with a more flexible and fairer system for hiring, paying, assigning, advancing, and retaining the right civilians.

We believe that the Committee version provides a full set of flexible tools for employees and managers while protecting fundamental civil service values. We need to get NSPS in place so that transformation to a more agile organization can accelerate.

We also need the Congress to help us move forward with another round of base closures and realignments in 2005.

BRAC, as part of our overall effort to transform our global military posture, is the only means to address comprehensively our infrastructure requirements and to ensure that the bases and facilities we maintain support U.S. Defense Strategy.

Through base realignments and closures, we will reconfigure our current infrastructure into one in which operational capacity maximizes both warfighting capability and efficiency.

BRAC also will help the Department eliminate excess physical capacity – the operation, sustainment, and recapitalization of which diverts scarce resources from needed defense capability.

Finally, we need to rearrange our global military footprint, as discussed earlier, to strengthen our deterrent posture in regions

critical to U.S. interests and gain maximum efficiency out of our rotation base.

We have a military that has earned the admiration of the world. It is a product of the bravest and most professional men and women any country could wish for, armed with capabilities that no country has ever before been able to place in the hands of its fighting forces. We need to maintain both of those great strengths into the future as we confront the new and dangerous challenges of the 21st Century. We appreciate the support that this Committee and the U.S. Congress continue to give us in that effort.





The U.S. Air Force will not press criminal charges or court-martial Major William Umbach(L) or Major Harry Schmidt(R), the two pilots who killed four Canadian soldiers when they mistakenly bombed an infantry unit in Afghanistan, U.S. defense officials said on June 19, 2003. Schmidt and Umbach, accused of showing "reckless disregard" for flight rules in the incident last year, will instead face administrative punishment said the officials, who asked not to be identified. The pair is seen in this composite photo during their Article 32 hearing at Barksdale Air Force Base in Louisiana, January 15.



First Sgt. Brian Severino clears a pile of weapons recovered from a cache found in a compound near the border with Pakistan. Cpl. Keith A. Kluwe, US Army / AP photo



A 107mm unguided rocket is found 75 meters from the Pakistani border with Afghanistan. The rocket was left with a timer and firing device, and was pointed towards the U.S. fire base near the Afghan village of Shkin. The rocket was recovered by paratroopers from 3rd Battalion, 504th Parachute Infantry Regiment and Afghan Militia Force soldiers. (AP Photo/US Army, Cpl Keith A Kluwe, HO)



Indonesian marines who are prepared for deployment in the troubled province of Aceh, take position to secure a helicopter landing zone during a drill in Surabaya, East Java, Tuesday, June 17, 2003. Indonesian forces are making good progress in their campaign against separatist rebels in Aceh province, although the hardest phase of the campaign is still unfinished, the country's military chief said Tuesday. (AP Photo/Trisnadi)





Israeli soldiers push a Jewish settler off a military armored vehicle as settlers try to prevent troops from reaching the settlement outpost of Mitzpeh Yitzhar near the Palestinian West Bank town of Nablus, Thursday, June 19, 2003. Angry settlers scuffled with soldiers trying to dismantle the first inhabited outpost following a new U.S.-backed peace plan. The year-old outpost consisted mainly of tents and had about 10 inhabitants, but about 200 people from nearby Jewish settlements converged on the hilltop to prevent the authorities from dismantling the outpost. (AP Photo/Pier Paolo Cito)



U.S. soldiers prevent former Iraqi soldiers from trying to enter the U.S. headquarters during a demonstration in Baghdad on June 18. A U.S. military spokesman confirmed that soldiers killed two Iraqis during the demonstration and one American was killed in a drive-by shooting. (AP/Victor R. Caivano)

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